

## ***Generational Generalities: Engaging staff from different eras & perspectives.***

	<b>Traditionalist/World War II/Veteran 1922-1945</b>	<b>Baby Boomer 1946-1964</b>	<b>Generation X 1965-1980</b>	<b>Millennial/ Generation Y 1981-2000</b>
<b>Authority &amp; Leadership</b>	Respectful/Hierarchy	Love or Hate/Consensus	Unimpressed/Competence	Polite/Everyone
<b>Work Ethic</b>	Dedicated and Loyal	Driven and Committed	Balanced Work and Home Life	Enthusiastic and Mobile
<b>Work-Life Balance</b>	Wants support as they shift balance during retirement.	Wants to balance everyone else and find self meaning.	Wants balance now, not when they retire.	Wants flexibility to balance all activities.
<b>Coworkers</b>	Part of the chain	Competition	Independent Partners	Essential to team
<b>Management Styles</b>	Chain of command, military style.	Change of command. Challenge the status quo. Cooperative, consensus. Equality.	Self-command, independent.	No command, instead collaborate. Need structure and like mentoring.
<b>Conflict</b>	I follow orders, no questions asked, so should you. Keep your conflicts to yourself, it's none of my business.	I take on the issues I don't agree with, but I believe conflict is dealt with best by resolving it.	I call it like I see it, even if unpopular – I don't need to worry about it so much. This is my job.	I may not know what to do, so I avoid face-to-face conflict, especially when it comes to customer service.
<b>Job Changes</b>	Job changing means there is something wrong with you.	Job changing makes you lose competitive promotional edge.	Job changing is necessary, if I don't feel challenged.	Job change is natural and necessary, but feels loyalty to projects and people.
<b>Training &amp; Education</b>	School of hard knocks – learn it on your own...I did.	I value education, but am afraid employees will leave with too much training.	If you don't train me, I'll leave. More is better.	I expect constant change, and therefore training.
<b>Their strengths as Employees</b>	Loyal, hard working, consistent.	Driven, dedicated, competitive, team players, go above and beyond.	Adaptable, techno-savvy, independent, not intimidated by authority, creative.	Multi-talented, multitask, respectful, collaborative, techno-experts, highly tolerant.
<b>Their challenges as Employees</b>	Dislike change, won't buck system, dislike and withdraw from conflict.	Big on ideas, process more important than outcome, sensitive to critique from younger workers.	Impatient, not interested in being as politically savvy, cynical, lack desire to schmooze.	High, unrealistic expectations; dislike conflict, lack of experience.

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<b>Phrases that Click</b>	<ul style="list-style-type: none"> <li>• Your experience is respected here.</li> <li>• We value your knowledge and perseverance.</li> </ul>	<ul style="list-style-type: none"> <li>• Without your dedication, I'm not sure what we would have done.</li> <li>• You are important to our success.</li> <li>• We need you.</li> </ul>	<ul style="list-style-type: none"> <li>• You can do it however you want. I trust you.</li> <li>• We keep up on technology.</li> <li>• Our work world is flexible.</li> <li>• How can we help you?</li> </ul>	<ul style="list-style-type: none"> <li>• You will be working with other bright, creative people.</li> <li>• We encourage community and volunteer activities.</li> <li>• You can make a difference here.</li> </ul>
<b>Technology</b>	Non-technical	Wary of technology	Comfortable with technology	Dependent on technology, profoundly adept.
<b>Coaching</b>	Accept authority. Like structured conversations and defined goals/outcomes	Need to know up front that leader is knowledgeable, like interactive learning	Love training/learning opportunities, very accepting of change	Want fun and flexibility in the work place.
<b>Lifestyle</b>	Mom at home. Savers, patriotic, work down to dusk.	Mom at home. Free spirits, motivated by success. Sense of community is important.	Latch Key. Want their way, self reliant, and not overly loyal. 1 <sup>st</sup> group to grow up with "Stranger Danger".	Scheduled play dates. Community service and volunteerism oriented. Want to be on teams and need instant gratification.
<b>Communication</b>	Prefer face to face, respectful communication. Hand written messages also preferred.	Prefer open and direct communication. May press for details, but does not like controlling language.	Likes visuals. Wants clear expectations with frequent feedback.	Sound bytes, quick and snappy phrases, and very visual. Wants immediate feedback.
<b>At Work Issues</b>	Avoid unproductive meetings, and ask for feedback after they have time to process.	Like team based environment, and want career advancement. Like peer competition, and thrive on change. Want to pursue new ideas and processes.	Can work well on team or on their own. Career progression can be upward or lateral, like projects of functions that allow for multitasking. Training is a motivator. Ok with change.	Relationships with supervisors are key. Want opportunities to offer input, love to be on teams, and like challenging projects. Money is not a key motivator. Ok with change.

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<b>Development</b>	Recognize skills and expertise. Ask their advice.	Career advancement. Offer opportunities to increase skill set or take higher level for promotional purposes.	Career progression either lateral or upward. Allow for career development opportunities (committees, projects, new skills, self development).	Provide opportunities to use technology each day. Give them a chance to come up with new ideas or process improvements.
<b>Values</b>	Loyal and pragmatic (let's solve this versus figure out the meaning of life)	"Recognize me", I want to stand out. (Professionalism and credentials are important.)	Free agents (live first and work second)	Teamwork. Like flex work schedules and hours outside normal hours. Like casual atmosphere (expressive with dress).
<b>As their leader, do and don't...</b>	<ul style="list-style-type: none"> <li>• Don't expect them to share their inner thoughts.</li> <li>• Avoid unproductive meetings.</li> <li>• Don't overdo emails, videoconferencing, phone conferences, Webinars vs. in person communication.</li> </ul>	<ul style="list-style-type: none"> <li>• Offer opportunities for them to be challenged.</li> <li>• Be flexible in your own way of thinking toward this group or their ideas.</li> <li>• Don't criticize them versus providing constructive feedback.</li> </ul>	<ul style="list-style-type: none"> <li>• Avoid long, lengthy meetings.</li> <li>• Avoid continuous repetition of functions.</li> <li>• Don't assume they will stay.</li> <li>• Be flexible and advocate for balancing home/life.</li> <li>• Keep them informed and provide consistent feedback.</li> </ul>	<ul style="list-style-type: none"> <li>• Support them in decision-making and succeeding – teach them about learning from mistakes.</li> <li>• Avoid talking down to them and having lengthy conversations.</li> <li>• Keep them engaged.</li> <li>• Try to not be pessimistic or too serious (respect is not yours by virtue of your title).</li> <li>• Provide immediate feedback.</li> </ul>